

EXTERNAL SERVICE PATTERNS

General Outline for Discussions

The following outline is intended for use, where applicable, in discussions of external service patterns. It is not intended to be exhaustive, but only to serve as a general guide of orderly discussions. The basic subdivision of function has already been presented in a previous lecture on Structural Patterns of Clandestine External Services.

Introduction

- I. What clandestine tasks are undertaken abroad by the government in question?
 - A. Espionage
 - B. CE
 - C. Direct action (Political warfare, sabotage, psychological warfare, resistance and guerrilla support).
- II. How many separate services perform these tasks?
 - A. What is line of subdivision?
 - B. Is there any duplication or overlap of function?
 1. In espionage
 2. In CE
 3. In direct action

Note: Three basic patterns have been discussed: one for espionage, one for CE and one for direct action. These patterns will be outlined successsibly here for guidance. It is requested that the outline be followed as closely as possible.

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Basic Patterns

I. Espionage Pattern

A. Direction, mission, channel of command.

1. Is service separate or part of composite? How many espionage organizations?
 2. To what agency is each espionage service subordinate?
 - (a) Head of State (directly)
 - (b) Foreign Office
 - (c) Ministry of Defense, or portion of military establishment?
 - (d) Other
- (Here discuss effects of overlaps, frictions, etc.)
3. What are main fields of interest?
 - (a) Geographically (specify countries, where possible)
 - (b) By subject (political, military, economic, technical, sociological, etc.)

B. Requirements Division

1. What nature of relationships with customers? Who maintains them?
 - (a) Chief of State
 - (b) Foreign Office
 - (c) Governing Party
 - (d) Other customers
2. Basis of breakdown. (Here discuss any special significance of breakdown)
3. Comparative strength of sections.
4. Structure of individual section.
5. Estimate of competence in
 - (a) Stating objectives for operations guidance.
 - (b) Evaluation and analysis of product.
 - (c) Securing direction.
6. Estimate of staff competence and background. -- (mention personalities, if good examples)

C. Operations Division

1. Basis of breakdown (Area subdivision) (Here discuss comparative efficiency of operations)
2. Comparative strength of sections.
3. Structure of typical section. (sections)
4. Estimate of competence in planning and direction of operations.
5. Estimate of staff competence and background (Mention any specific personalities, if good examples.)
6. Special operations staffs
 - (a) Cover and documentation (Emphasis, strength, resources?)
 - (b) S/W and gadgets (Emphasis, strength, resources?)
 - (c) Other special staffs (Surreptitious Entry, taps, surveillance, etc. Agent training in Field Operations Security check teams) Are these drawn from other services? (i.e., GE, Support, etc)

D. Support Division (hold until later.)

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Section Two - CE Service

A. Mission

1. Separate service completely autonomous structure within general service or does it use common operations and support facilities?
2. To whom is service responsible?
3. What are principal targets?
 - (a) Geographically
 - (b) By nation or other group?
4. Links to, and status vis-a-vis, domestic security services?

B. Requirements Division

1. How subdivided
2. Comparative strength of sections (Here discuss relative competence of sections)
3. Structure of individual section
4. Estimate of competence in
 - (a) Recording and exploiting records
 - (b) Evaluation and analysis
 - (c) Studies, estimates, and plans
5. Estimate of staff competence (Mention personalities, if good examples)

C. Operations Division - (Is this autonomous or shared with Espionage and/or Direct Action Services?)

1. Basis of breakdown (See Chart IV)
 - (a) by area
 - (b) by target
 - (c) by task (are these treated as staff sections?)
2. Comparative strength of sections
3. Structure of typical section
4. Estimate of competence in planning and directing operations (How much autonomy does field base possess?)
5. Estimate of competence and background of operations direction staff.
6. Special operations staffs.
 - (a) Do any such groups carry out field operations independently?
 - (i) Operations security
 - (ii) Surveillance teams, technical surveillance groups, etc.
 - (iii) CE liaison and penetration of other services
 - (iv) Double agent operations
 - (v) Punitive groups

D. Support Division (hold until later)

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Section Three - Direct action service(s) - (if any)

A. Mission and jurisdiction

1. Any division of responsibility?
 - (a) Psychological warfare
 - (b) Political warfare
 - (c) Economic warfare
 - (d) Sabotage
 - (e) Resistance and/or guerrilla support(all clandestine action only)
2. Under what jurisdiction does each fall? (Here discuss effects of divided authority, overlaps, frictions, etc.)
3. What are principal areas of action
4. Which are most active fields of effort? Where?

B. Requirements Division (Is this independent, or wholly, or partly integrated with other services?)

1. Basis of breakdown?
 - (a) target
 - (b) task
2. Comparative strength of sections
3. Structure of individual section
4. Estimate of competence in
 - (a) Securing direction from policy makers.
 - (b) Determination of task
 - (c) Supervision and evaluation of operations results
5. Estimate of staff competence and background. (Mention personalities, if good examples.)

C. Operations Division (Is this independent, or integrated with other operations staffs?)

1. Basis of breakdown
 - (a) by operation area
 - (b) by task (are these treated as operations staff sections?)
2. Comparative strength of sections.
3. Structure of typical sections.
4. Estimate of competence in planning and directing operations. (How much autonomy does field have?)
5. Estimate of competence in technical work required by tasks.
6. Estimate of staff competence and background.

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Section Four - Support Divisions - General (Equally applicable to all three types of service.)

1. Separate divisions for separate services?
2. Major subdivisions of support division of each service.
 - (a) Personnel
 - (b) Finance
 - (c) Supply
 - (d) Headquarters administration and services
 - (e) Records and Archives
 - (f) Communications
 - (g) Training
3. Strength of division
4. Estimate of competence, administrative and operational.

(Here discuss significant facts about each section, including--

- (a) Links to other government agencies.
- (b) Procedures for providing support to operations.
- (c) Availability of funds and equipment
- (d) Sources of funds and supplies
- (e) Extent of integration
 - (i) Finance
 - (ii) Communications
 - (iii) Training
 - (iv) Supplyinto operations work.

(It is recommended that emphasis be put on Communications, training, finance, and personnel.)

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Section Five - Consolidation of services.

Here discuss:

- (1) Extent of interrelationships between services.
- (2) Points of contact and integration, and of conflict.
- (3) Operational consequences of (2)
- (4) Consequences in efficiency or inefficiency of existing structure.

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Section Six - Final Recapitulation

Please summarize at the end, if possible, the principal factors affecting the carrying out of CE work against the service discussed.

1. Points of vulnerability
2. Most likely lines of access or approach
3. Most important control points in structure.
4. Most important results we should strive to attain vis-a-vis the service discussed.